

MEMORANDUM FOR: Director, Office of Imagery Analysis  
FROM : OIA Management Advisory Group  
SUBJECT : Reconsideration of the OIA/MAG Dissolution

1. The Office of Imagery Analysis Management Advisory Group has considered your request and feels that in order for it to continue as a viable working group or "ombudsman," we must have the confidence of both management and working-level personnel.

2. The OIA/MAG was formed in January 1975. Its purpose was to act as an advisory group in identifying issues and problems arising out of OIA's organization and practices and to suggest remedial recommendations. It was to provide direct vertical communication to you by passing but not replacing formal channels of command. It was to act as a sounding board for management and to provide a mechanism by which ideas, concerns, and recommendations of working personnel could be presented to management.

3. This group endeavored to fulfill the spirit of that idea in efforts through primarily emphasizing better communications between management and employees. In the past, some MAG efforts have been self-generated while others were in response to requests by management. Such issues as attitudinal surveys and practices, working conditions and communications were examined. These projects were undertaken with the hope that they would generate action by management. And indeed, some visible changes have resulted from these projects. In most cases however, there has been a failure either by MAG to provide management with clearly defined project results or of management to act on MAG project results. One important outgrowth of this failure has been a loss of confidence in MAG by both management and working personnel.

4. There seems to be an underlying fear by working staff personnel of reprisal by a supervisor for bringing a controversial subject to MAG's attention. Too, there are and have been members of MAG itself who feel that addressing too controversial a subject would be committing career suicide.

5. Lack of confidence in MAG has led to questioning the usefulness of this group and for working personnel to ignore MAG as a tool for one way managerial communication. A MAG can be viable only with the support and cooperation of both management and working personnel. We believe working personnel will become more involved if management makes visible responses, whether they are negative or positive, to the recommendations of MAG.

6. If OIA/MAG is to improve its image and assume a proper role we believe its mode of operation must be changed. We therefore propose the following:

A. That OIA/MAG have monthly meetings, in a meeting scheduled well in advance and adequately publicized;

B. That the meetings be open to employees wishing to bring matters before the MAG which they believe should be addressed by this group;

C. That the director or his representative present himself at the meeting when asked to address a particular subject before the MAG;

D. That branch and division chiefs be made aware of management's desire that this activity go forth, and that no pressure be brought on MAG members or employees attending these meetings;

E. That a report of the MAG monthly actions be posted on branch bulletin boards.

OIA-MAG